



Live Fresh Organics | Assignment Brief

Case Study Background

Live Fresh Organics is a relatively new fruit and vegetable store, which began operating in March 2014. For the past six months, Live Fresh have enjoyed steady monthly sales and growing loyalty from local shoppers. They have recently increased their store opening hours to six days a week (Monday to Saturday), 8.00am to 6.00pm. The store is located in the heart of Launceston's central business district, where it is convenient for customers to purchase goods during their lunch break or after work.

As a family-owned small business, Live Fresh has adopted a flat management structure. It is 100% owned and managed by Phil and Kathie Arnold. Kathie is an Accredited Practising Dietitian, and still maintains a client base whom she consults with privately. Phil is a qualified builder, however he retired from this industry three years ago to care for his elderly mother. Both Phil and Kathie have a strong passion for local produce and home cooking. Neither has experience running a retail store, and due to their busy personal lives, they rely heavily on internal communication via email and text messaging. Phil and Kathie also make most of their business decisions at home, at night, over dinner conversations. This is despite having an Operations Manager, Jessica French and two other middle management staff.

Due to Kathie's other work commitments, she rarely sees Live Fresh staff in person. Some days she will visit the store on her way home or in-between dietitian appointments, but this is generally when staff are busy serving customers and/or performing end-of-day duties. Phil prefers to also manage the business from home and communicate with staff via telephone. In July 2015, Phil and Kathie made the decision to employ three new middle managers to help run the business. The successful candidates include: Jessica French (Operations Manager), John Myers (Retail and Supply Manager) and Fay Walker, (Store Manager). Live Fresh are currently in the process of recruiting and selecting two further staff; one to work in-store and one as an accounts and pay clerk.

Over the past few months Phil and Kathie have also been developing their community engagement and sponsorship strategy. They plan to announce a new initiative which will see the business donate produce to primary schools in the Launceston area, to support the provision of nutritious and healthy food in school canteens. So far they have met with representatives of the Tasmanian School Canteen Association Inc. and plan to launch their initiative with two primary schools in June or July 2016, ready for the start of Term 3. According to their research, eating healthy food can help children concentrate at school and give them the energy they need to last the day. What's more, up to 50% of the calories an average child consumes, is consumed at school.

The next step will be to promote their healthy school initiative to a wider audience, in the hope this may generate some positive external communication and publicity for the business. Kathie has asked John Myers (Live Fresh Retail and Supply Manager) to compile a media release, which can kick-start their external communications campaign and hopefully attract the local media outlets to come and do a story on their business. John was initially a little wary about doing this given his background is in supply and logistics, and not marketing or PR.

Supporting local communities to improve their health and prosperity is a longstanding vision Phil and Kathie uphold and this is something they look for when employing new staff. They value honesty, integrity and community. In all their product categories, they aim to source produce from firstly Tasmanian suppliers and then Australian suppliers if Tasmanian produce is not available. The Launceston store is Green Star rated¹, and was built by Phil using recycled materials and environmentally friendly building methods. The building is equipped with solar power, double glazed windows, and has a system of collecting rainwater for the store's vegetable patch, which is located just outside in the customer car park.

The Challenge

Your task is to analyse a case study containing four communication samples, and provide written feedback and recommendations to Phil and Kathie about how they can improve their business communication. They have asked your firm to also re-produce the three written communication samples they have provided you with, to demonstrate how they can improve their internal and external organisational communication.

Your business analytical report (one copy per group) is due Thursday 28 April 2.00pm. A reminder that in the lead up to this submission, one representative from your firm is required to submit your group process documentation to the Assessment Item 2 Dropbox in MyLO. See the BMA116 unit outline and Study Guide for full assessment details.

¹ Green Star is a comprehensive, national, voluntary environmental rating system that evaluates the environmental design and construction of buildings and communities.